

This is a combination of *Inside the Pentagon's* Q&A with Dr Mayberry following the HASC JNTC hearing and a follow-on interview with Fred Hartman...

JOINT TRAINING ANALYSTS EXPECT TO SUBMIT SOME FINDINGS BY MONTH'S END

A Pentagon team charged with identifying new methods to meet joint training requirements expects to deliver a set of initial findings to Defense Department officials in time for fiscal year 2006 budget deliberations, according to one of the group's directors.

"By the end of April, we will have some decisions in front of our leadership that will allow them to at least inform future programmatic budget documents," said Fred Hartman, associate director of modeling and simulation in the Pentagon's readiness and training shop.

The Hartman-led group is crafting a training capability analysis of alternatives and expects to wrap up its work in July, he said. The document likely will include "an informed business strategy" that will identify "very forward thinking [joint training] solutions that we need to put research and development money into" in future DOD budgets, Hartman said during a March 22 interview. The AOA also will examine the kinds of systems the Pentagon should begin developing in order to meet future joint training requirements.

Officials from the services and U.S. Joint Forces Command also are heavily involved in the AOA process.

The group's efforts are intended to identify methods not currently employed by DOD that would allow the military to meet joint and service training requirements and ensure those methods are affordable, operationally effective and in line with doctrine development efforts. Deputy Defense Secretary Paul Wolfowitz called for the AOA in a December 2002 program decision memorandum that also directed the close out of the department's Joint Simulation System (JSIMS) Block II development activities, sister publication *Inside the Army* reported last July.

JSIMS is a computerized training tool that interfaces with a variety of battle command systems, enabling warfighters to rehearse missions and conduct exercises in preparation for war. It was designed to allow troops to train using a common environmental and operational picture of the battlespace. The JSIMS program came under fire in summer 2002 after major scheduling delays were caused by unanticipated complexities in system software applications, ITA reported.

The training AOA is intended to lay the groundwork for a follow-on to JSIMS, Deputy Under Secretary of Defense for Readiness Paul Mayberry said following a joint March 18 hearing by the House Armed Services terrorism, unconventional threats and capabilities, and readiness subcommittees. But instead of merely recommending a JSIMS replacement, the AOA should cast a broader net by spelling out how the department should develop and deliver joint training tools to U.S. forces through a spiral development process, as opposed to "waiting for everything to be delivered at a particular point in time," he added during a brief interview.

That strategy will identify the kinds of new systems the department should begin developing beyond 2010 to meet future joint training requirements. It also will lay out a plan for upgrading existing systems, Hartman said. As part of its efforts, the AOA team is conducting a "gap analysis." That effort is intended to identify missions and skills the services have not "trained well to," and also areas such as urban operations, which have not traditionally been part of U.S. military joint training, Hartman said. The gap analysis also will describe how DOD can incorporate those into training doctrine, he noted. As technology continues to play an increasing role in U.S. military operations, the AOA group also has determined DOD must begin inserting aspects of network-centric warfare and information operations into its joint training, the AOA co-director said. Still, improving joint training will take more than purchasing a few electronic widgets.

"What I think the AOA has been able to do -- with the detailed analysis and being able to brief at the four-star level -- is it has generated an awareness of flaws in systems as we go about training for future requirements," Hartman said. "So, we're looking at more than just technology."

The AOA team has conducted a series of "business games" designed to solidify the military's joint training requirements, define the scope of the AOA and determine methods to tackle software and business management challenges facing the department's training community.

Those exercises have produced some "very candid insights" from military, government and industry participants, Hartman said, noting the input would be a part of the final AOA.

Mayberry said the results of those exercises have shown department officials the issues that plagued the JSIMS program were "not technical problems that we face as a department." Hartman echoed that sentiment, saying a series of "oversight, management and programmatic" problems led to the demise of the JSIMS effort. -- John T. Bennett